

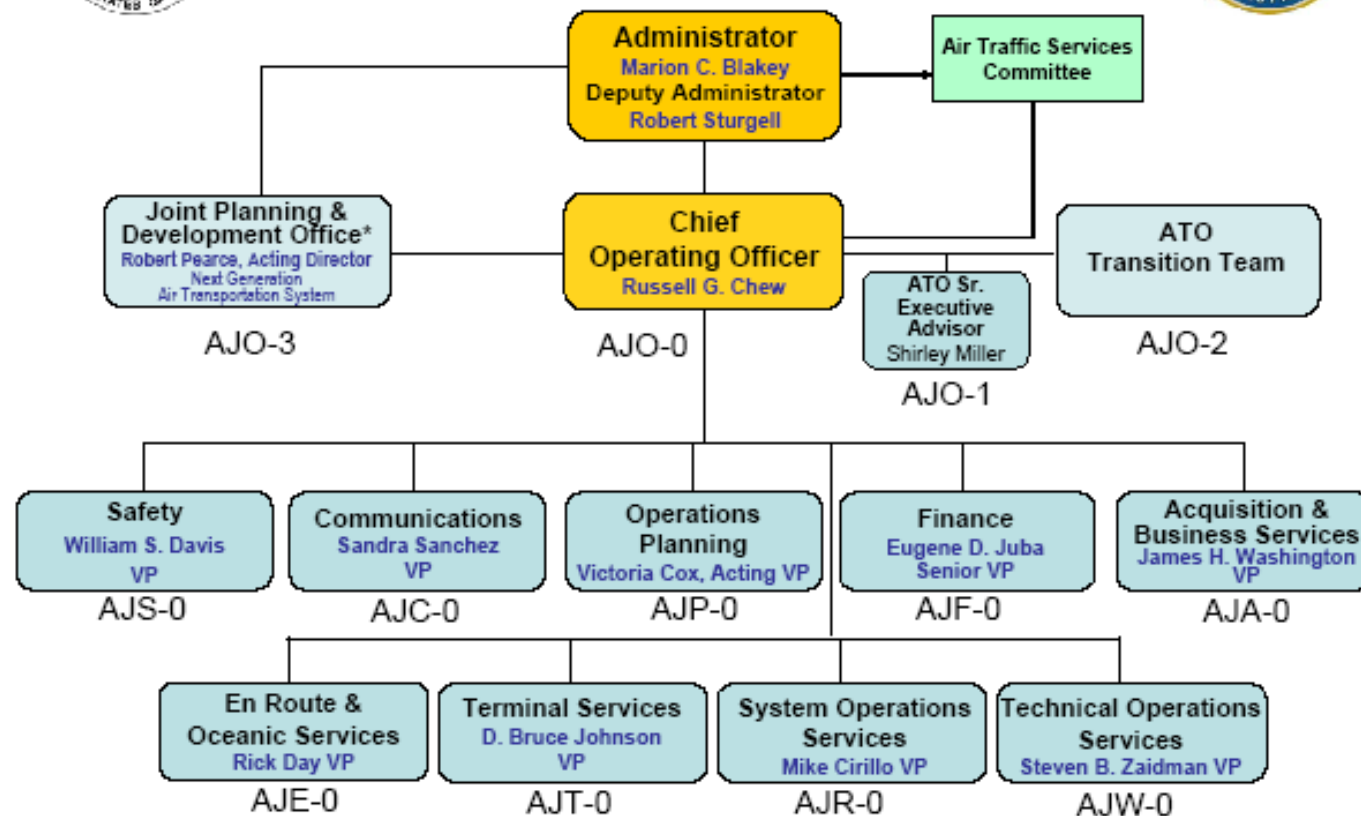
# FAA's Air Traffic Organization - Charting Our Future

March 2006



# ATO is a large and complex national organization

- 38,000+ employees
- \$9 billion a year
- 450 airports
- Over 120,000 flights controlled each day
- 10 Service units



\*The JPDO office shall report directly to the Administrator for national direction, and to the Chief Operating Officer for day-to-day oversight and integration into the National Airspace System.

As reported in the ATO Staff Phone List or to Transition Team - March 2006 - Some service units have NOT submitted updates. Send corrections through your service unit MOA



# Terminal Services

**Director of Western Terminal Area Operations**  
AJT-W  
JOHN G. CLANCY  
(310) 725-6500

**Director of Central Terminal Area Operations**  
AJT-C  
NANCY B. KORT  
(847) 294-7202

**Director of Eastern Terminal Area Operations**  
AJT-E  
RICHARD J. DUCHARME  
(718) 553-4500

**Director of Terminal Program Operations**  
AJT-1000  
TERI BRISTOL  
(202) 385-8529

Terminal Surveillance  
AJT-1100  
(A) DONALD TURNBULL  
(202) 385-8720  
FOCUS PROGRAM  
ASDE-X

STEVE SHEMA  
(202) 385-8731

Terminal Weather  
AJT-1200  
JACQUELINE HILL  
(202) 385-8675

Terminal Automation  
AJT-1300  
MALCOM ANDREWS  
(202) 385-8615  
STARS  
(A) MOHAMED SHAH  
(202) 385-8576

Terminal Field Ops Support  
AJT-1400  
(A) MICHAEL PRITCHARD  
(609) 485-6351

Terminal Facilities  
AJT-1500  
KIMMARIE KRYSCNSKI  
(202) 385-8537  
Performance Contracting Initiative  
JOANNE PINO  
(202) 202-385-8593

Program Integration  
AJT-1600  
MICHAEL BATEMAN  
(202) 385-8561

**Director of Terminal Safety & Ops Support, AJT-2000**  
RAUL TREVINO  
(202) 385-8808

Federal Contract Towers  
AJT-2200  
HAROLD THOMAS  
(202) 385-8776  
Airspace Procedures  
AJT-2300  
DAVID MADISON  
(202) 385-8796

FOCUS Program Special Projects  
JESSE GAINES  
(202) 385-8778

Quality Assurance  
AJT-2400  
SHARON KURYWCHAK  
(202) 385-8533  
Operational Analysis  
AJT-2500  
KERRY ROSE  
(202) 385-8641

Technical Ops Interface Support, AJT-2600  
JACOB DORSEY  
(202) 385-8600  
Contract Weather  
AJT-2700  
ANTHONY JOHNSON  
(202) 385-8791  
Senior Safety Engineer  
AJT-2800  
ALAN FEINBERG  
(202) 385-8925

**Director of Terminal Planning, AJT-3000**  
DEBORAH A. JOHNSON  
(202) 385-8604

Strategic Planning & Performance, AJT-3200  
TOM SKILES  
(202) 385-8545  
Work & Planning Integration, AJT-3300  
DAVE SMILEY  
(202) 385-8528

System Engineering, AJT-3400  
(A) CARMINE PRIMEGGIA

Internal Terminal Planning Support, AJT-3500  
KIM TAYLOR  
(202) 385-8722

Facilities Planning, AT-3600  
(A) GREG STREET

Terminal Planning Account Managers  
GLENN C. BEAUPRE  
(404) 305-5411  
MARIE T. GARDINER  
(718) 977-6750  
GARY E. NEILSEN  
(847) 294-7372  
LAWRENCE E. PERKINS  
(817) 222-5516  
JOHN J. SPECKIN  
(816) 329-3081  
KEVIN L. STEWART  
(425) 227-2067  
SALLY S. LEBHART  
(310) 725-3535

**Director of Terminal Finance, AJT-4000**  
DANIEL V. KINDER  
(202) 385-8678

Terminal Operations Account  
KAREN GAHART  
(202) 385-8787

Terminal Workforce Staffing  
JODI MCCARTHY  
(202) 385-8777

Terminal Facilities & Equipment Account/Contract Mgt  
MARIA TAVENNER  
(202) 385-8735

**Manager of Terminal Administration, AJT-5000**  
ANN MARIE SADLER  
(202) 385-8542

Employee Services  
AJT-5100  
GERRIE CAPPELLO  
(202) 385-8543

Business Services  
AJT-5200  
LINDA WALKER  
(202) 385-8568

# Why Do We Have to Change?

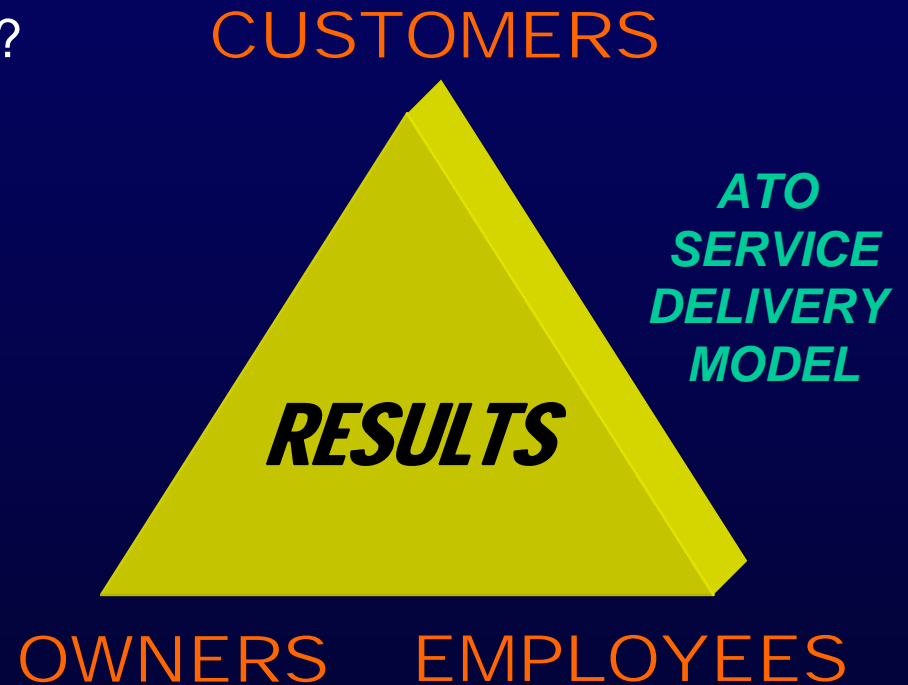
- Mandate from Congress to change to a performance based organization
- Program cost over runs and poor fiscal discipline
- Inefficient use of resources
- Operations costs are outpacing available resources



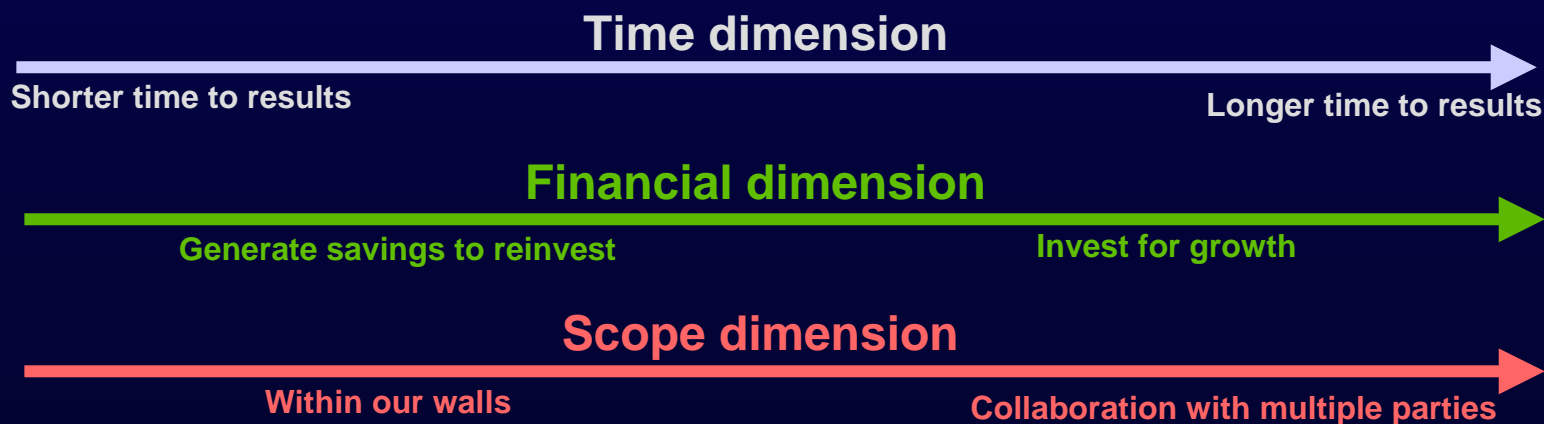
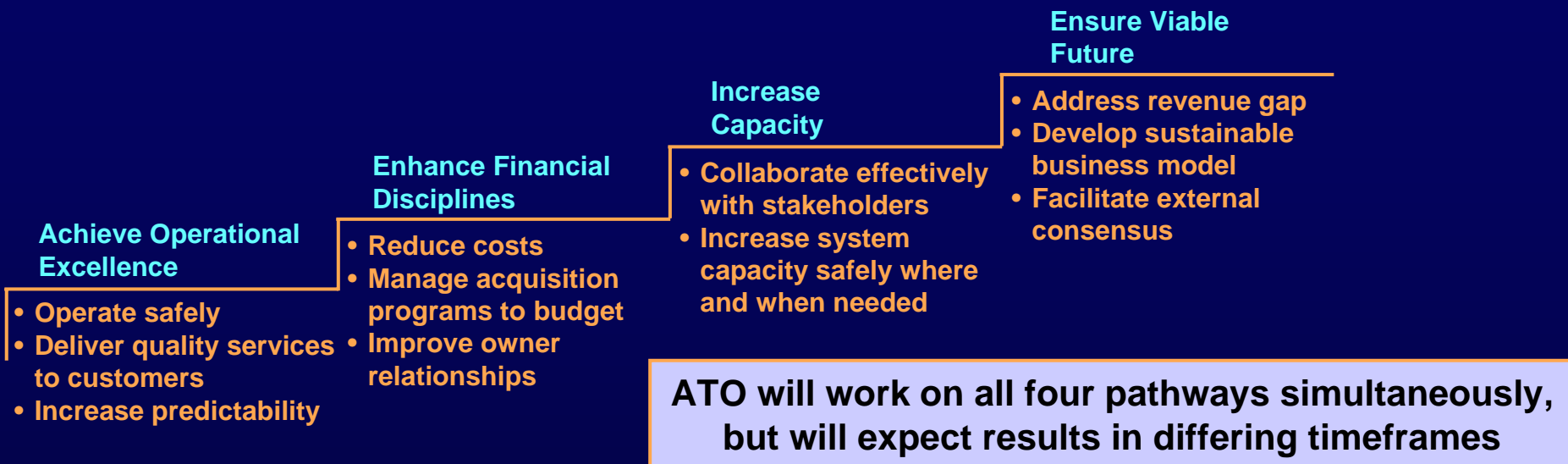
# Models for Change Management

## Balanced Scorecard

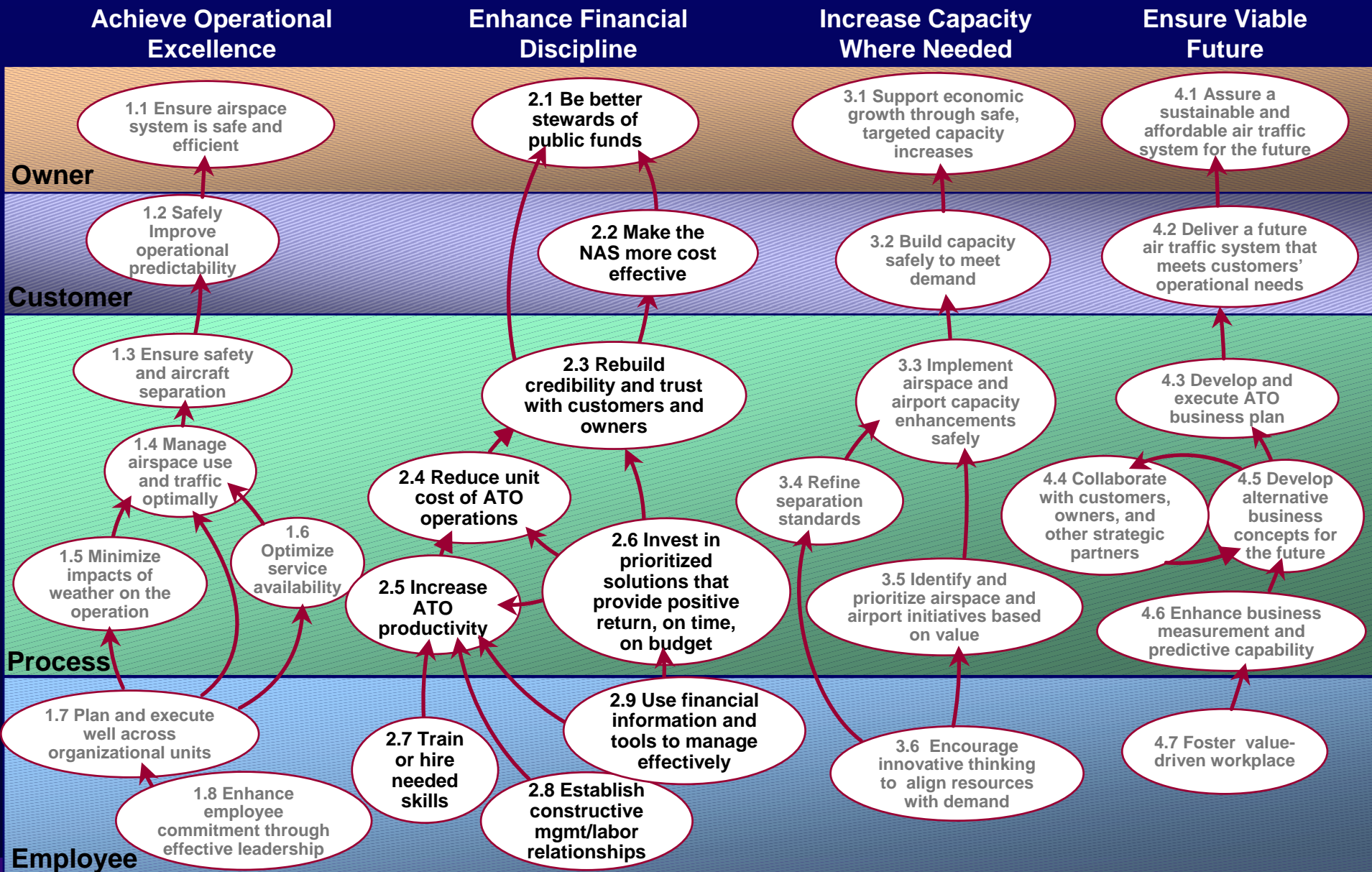
- What do our **owners** expect of us?
- What **customer** needs will we serve?
- What **internal processes** will help us serve those expectations and needs?
- What human and technical capabilities are required of our **employees**?



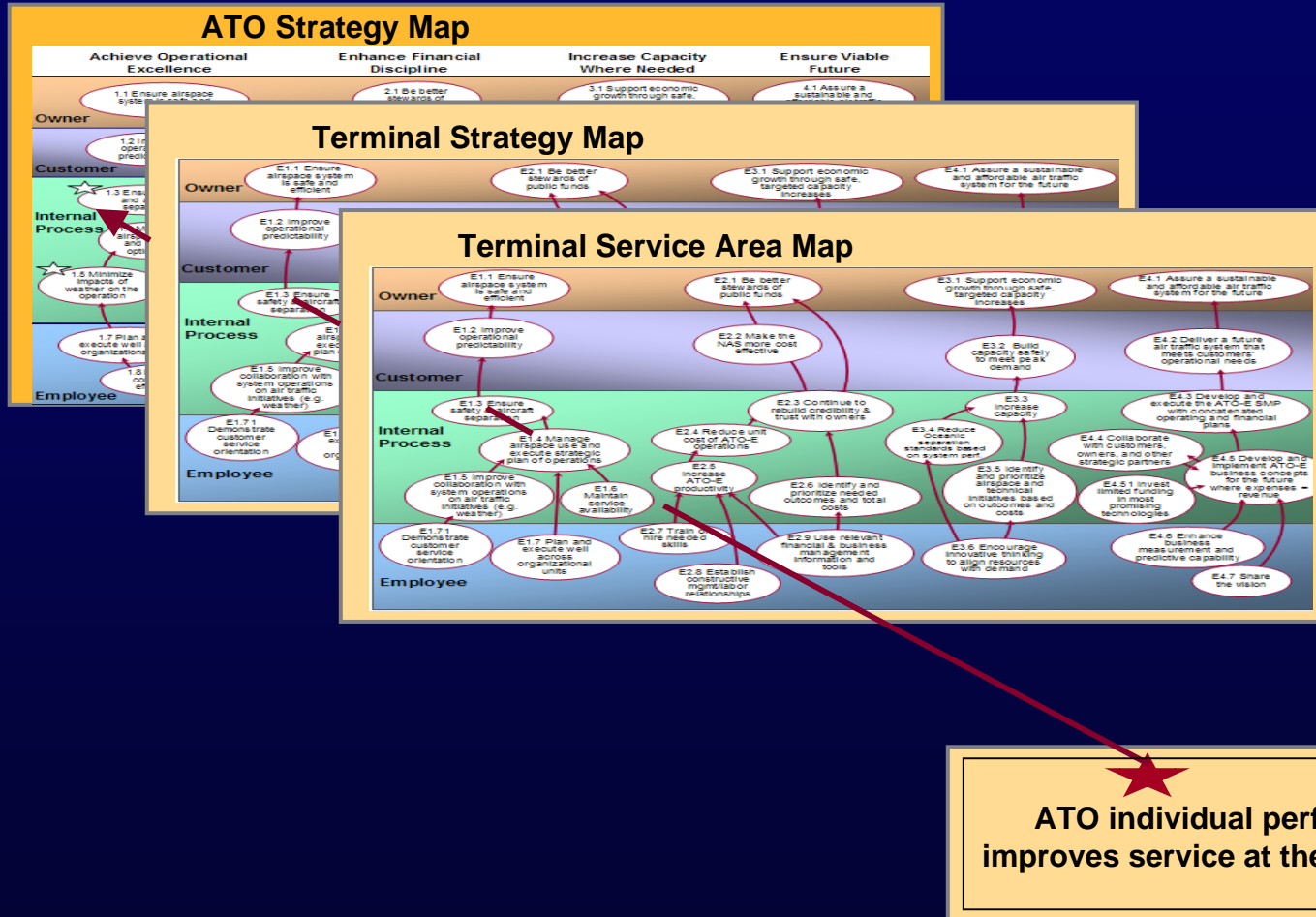
# ATO Strategy – 4 Pathways to Transformation



# ATO Strategic Mapping Process



# Line of Sight for All Employees



# Pathway Team Membership

	<b><u>ATO Pathway 1</u></b> <b>EC Pathway leader*</b> <b>Steve Zaidman*</b> 202-267-8181 <b>Bill Davis/Mike Cirillo</b> 202-493-5882/ 202-267-8558	<b><u>ATO Pathway 2</u></b> <b>EC Pathway leader*</b> <b>Gene Juba*</b> 202-267-3022 <b>Jim Washington</b> 202-267-7222	<b><u>ATO Pathway 3</u></b> <b>EC Pathway leader*</b> <b>Rick Day*</b> 202-385-8501 <b>Bruce Johnson</b> 202-385-8801	<b><u>ATO Pathway 4</u></b> <b>EC Pathway leader*</b> <b>Victoria Cox</b> 202-385-8132 <b>TBD</b>
En Route	Luis Ramirez 202-267-9155	Greg Burke 202-385-8500	Mike Gough 202-220-3310	David Ford 202-385-8433
Terminal	Deborah Johnson 202-385-8565	Dan Kinder 202-385-8678	Dave Madison 202-385-8796	Tom Skiles 202-385-8545
System Ops	Mike Sammartino 703-904-4401	Anne Joyce 202-267-9234	John Timmerman 202-267-7247	Richard Jehlen 202-493-4527
Flight Services	Bob McMullen 202-385-7546	Mark Hoover 202-385-7513	Bob McMullen 202-385-7546	John Staples 202-385-7645
Technical Ops	Daniel Salvano 202-267-3555 Rick Thoma 202-267-7655	Susan Burmester 202-493-4726	Oscar Alvarez 202-267-7531	Barry Boshnack 202-267-8181
Acq /Bus Svcs	Debbie Wray Wilson 202-267-8513	Rick Richardson 202-385-7274	Pam Foss 202-267-7275	James Little 202-385-7509
Finance	Tom Kelly 202-385-7167	Mary Summers 202-267-3288 Tony Kulenek 202-385-7160	Rob Tucker 202-385-7150	Chuck Martin 202-267-7565
Ops Planning	Jim Williams (202) 267-9562	Molly Vorce (202) 493-5407	Paula Lewis 202-267-7370	Wilson Felder 202-493-4939
Safety	Joe Schanne 609-485-7036	Peggy Landgrover 202-267-8254	Barbara Fisher 202-267-3034	Arthur Sullivan 202-385-4780
Communication	Norma Lesser 202-493-4261	Sandra Sanchez 202-493-5154	Norma Lesser 202-493-4261	Sandra Sanchez (EC PW member) 202-493-5154
Business planners:	Chuck Mauro (202) 385-7262	Millie Butler-Harris (202) 385-7273	Pam Wright (202) 385-7260	Karen Hammond (202) 385-7278

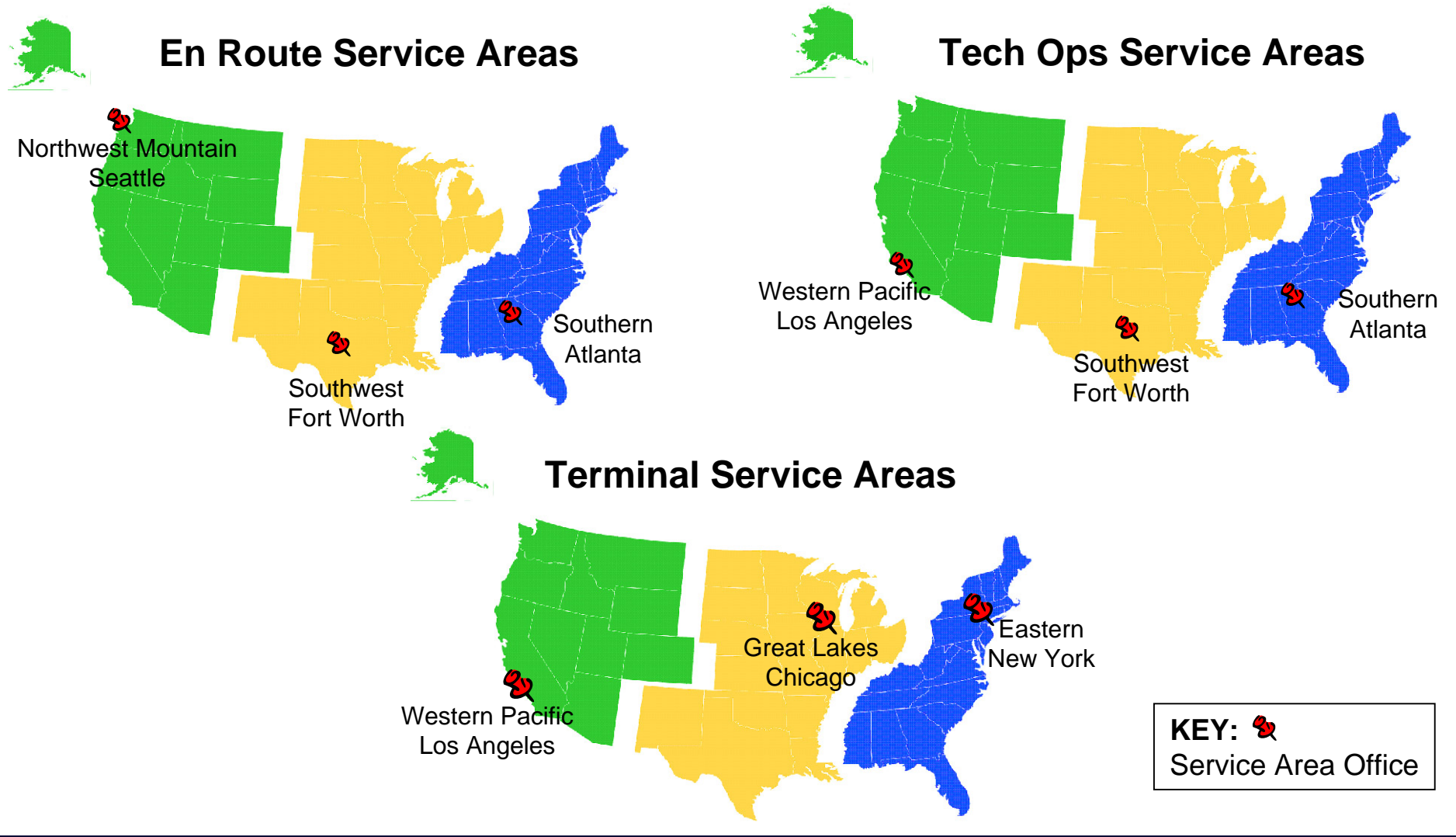
# Phases of Organizational Alignment

- Phase 1  
Standing up the ATO
- Phase 2  
Restructuring service areas
- Phase 3  
Process reengineering

# Phase 1 Accomplishments

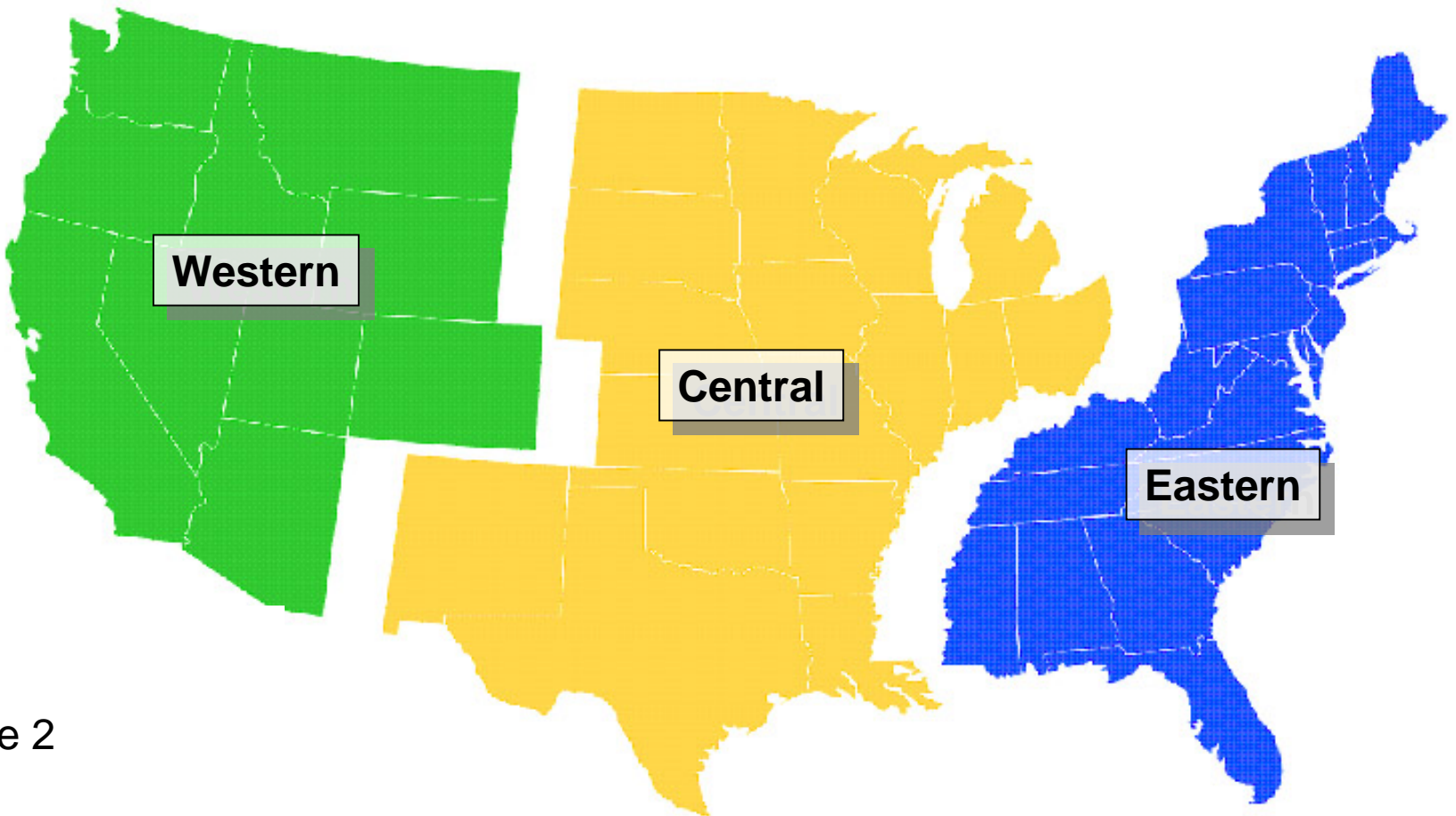
- **Implemented Air Traffic Organization (ATO)**
  - Created 10 service units
- **Created geographic service areas in the ATO for:**
  - Terminal
  - En Route
  - Technical Operations
  - Flight Services
- **Established ATO service area offices in FAA regional offices**
- **Reduced management**
  - Eliminated Assistant Division Manager positions
  - Reduced number of branches
  - Restructured and realigned some functions to headquarters
- **Realized approximately \$9M in cost reduction**

# Current ATO Geographic Structure





## 9 Service Areas are Realigned into 3 FAA ATO Service Areas



Phase 2

# Location Criteria for Service Area Offices

## Phase 2

- **Accessibility**

- Major airlines/customer access, transportation infrastructure, available space

- **Quality of Life/Demographic Factors**

- Cost of living index, home cost index (per sq. ft.), climate, local diversity, crime rate, local taxes, air quality, local education, ability to recruit/retain, educational opportunities, transportation/commute

- **Agency Costs**

- Employee relocation cost, locality pay



**Seattle**

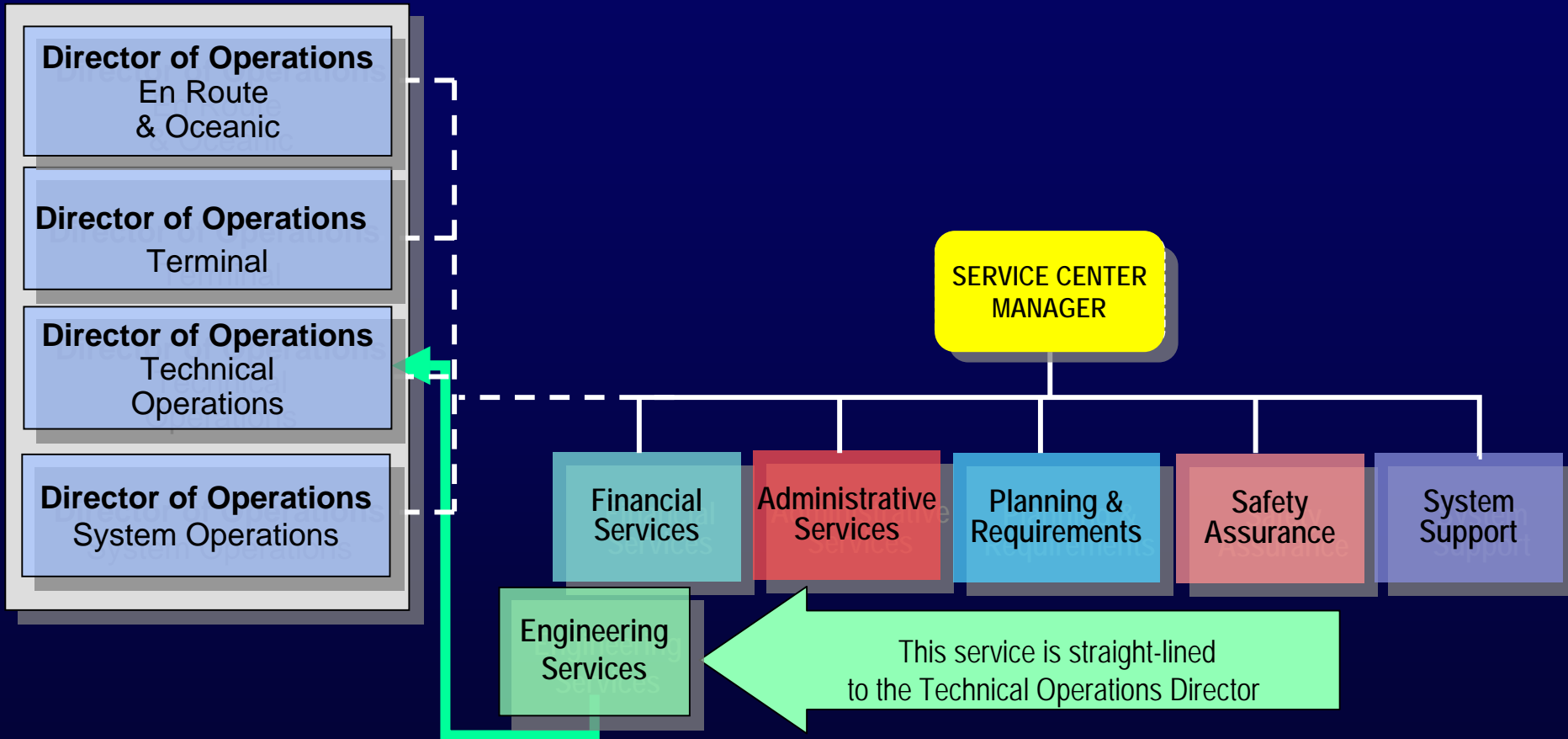


**Fort Worth**



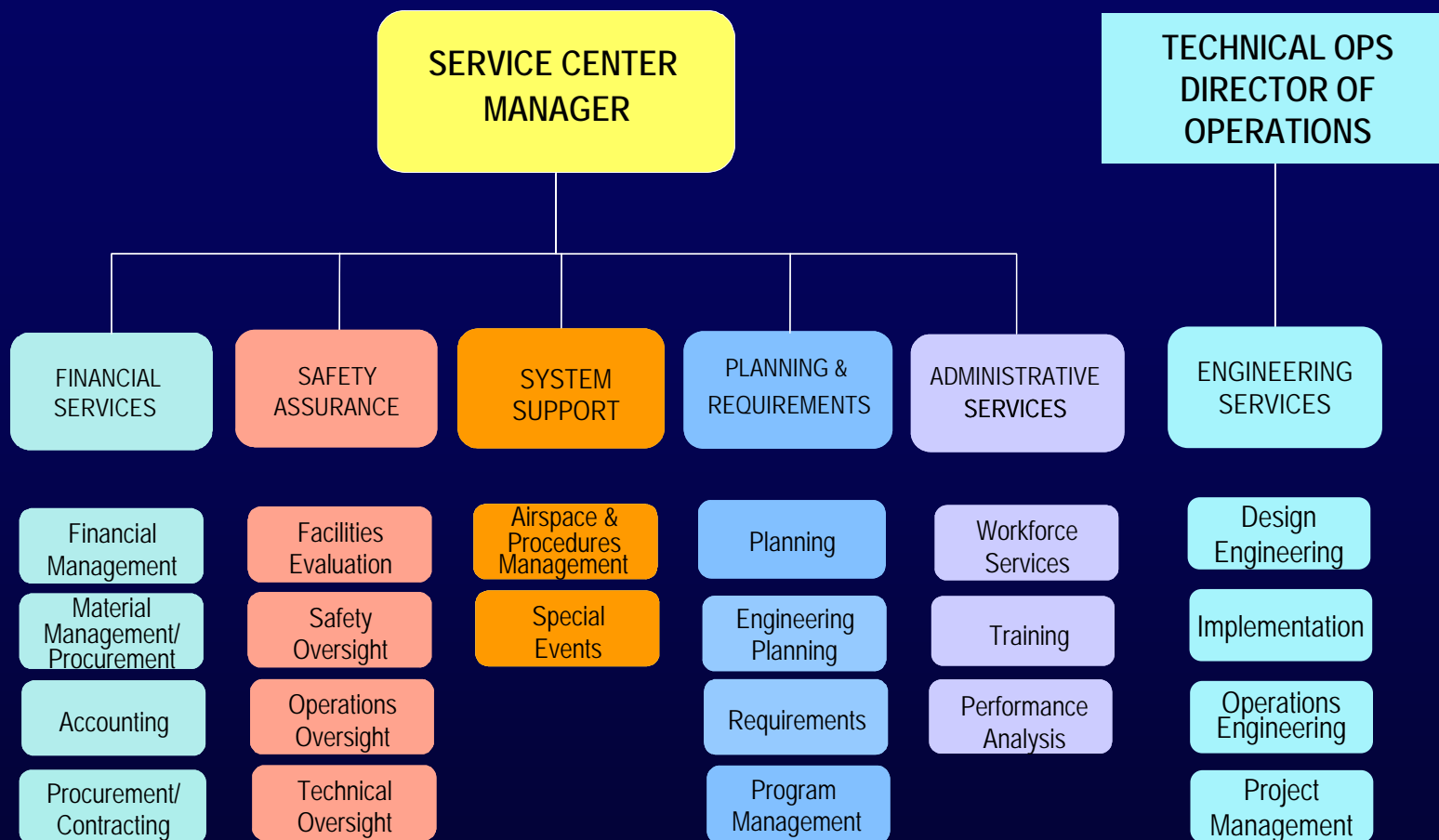
**Atlanta**

# Service Center Structure



An integrated set of staff resources shared by all within a Service Area

# ATO SAO Support Groups & Functions



*This is not an “org” chart, but a depiction of functions*

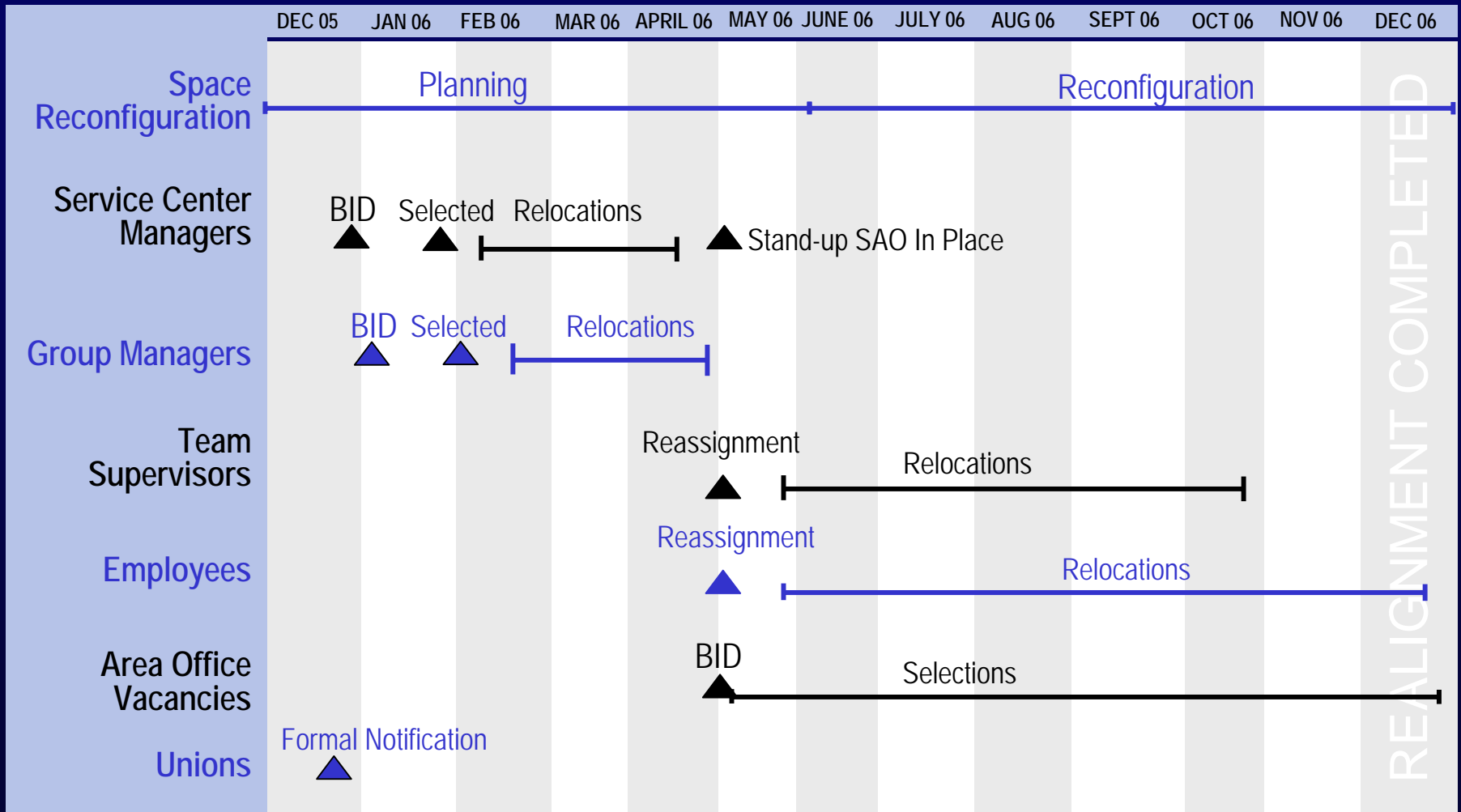
# Map of Old to New Positions

	Financial Services	Administrative Services	Planning & Requirements	Safety Assurance	System Support	Engineering Services
Terminal	Resource Management <b>540</b>	Resource Management <b>540</b>	Requirements <b>510</b>	Quality Assurance <b>505</b>	Airspace & Operations <b>520/530</b>	
En Route	Resource Management <b>540</b>	Resource Management <b>540</b>	Requirements <b>510</b>	Quality Assurance <b>505</b>	Airspace & Operations <b>520/530</b>	
Flight Services* (New England only)	Resource Management <b>540</b>	Resource Management <b>540</b>	Requirements <b>510</b>	Quality Assurance <b>505</b>	Airspace & Operations <b>520/530</b>	
Technical Operations	Resource Management <b>420/470</b>	Resource Management <b>410/420</b>	Operations <b>470/IC</b>	Operations <b>470</b>	Operations <b>470</b>	Operations <b>470/IC</b>

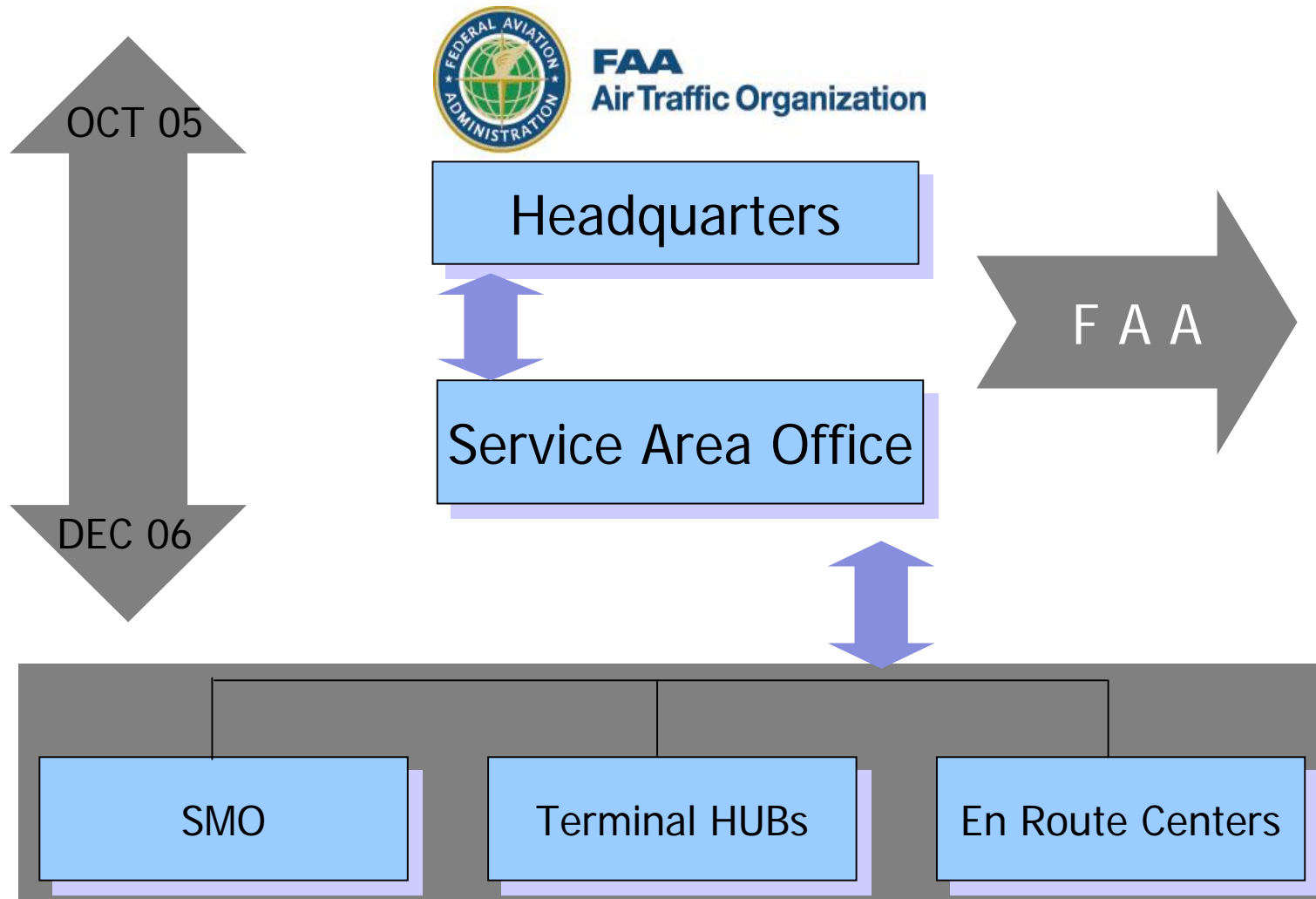
# Restructuring Considerations

- No plans for Reduction in Force (RIF)
  - Everyone will be offered a comparable position with no loss in base pay
- Voluntary Early Retirement Authority (VERA) planned for December
- The Service Center Manager and the L-band Group Manager positions will be advertised
- After these positions are filled, the remaining personnel will be administratively reassigned to the Service Center in their service area
- Employees may request alternate assignments using established procedures
- Permanent Change of Station (PCS) benefit will be provided per agency travel regulations and negotiated agreements
- All employee relocations are planned to take place between June and December 2006

# Proposed Rollout Milestones



## Phase 3: Realign Resources and Reengineer Processes



# Questions?

